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THE Manufacturers Association of Connecticut is a voluntary service organization made up of approximately 800 of the representative industries of Connecticut, which in turn employ approximately 225,000 workers and represent invested capital of over $692,000,000.

The Association was incorporated in 1910 and has for its object the advancement of the interest and welfare of its manufacturers and of the State of Connecticut as a whole. It serves its members in all matters in which they have a common or an individual interest. It speaks for them before Congress, at the State Legislature, before the Interstate Commerce Commission, or wherever united representation is required. Through the medium of *Connecticut Industry* and a special bulletin service, it keeps members advised of matters of importance, whether this be in the field of human relations, federal or state taxation, transportation, research, power, national or state legislation, or any one of the hundred other subjects in which the manufacturer of today is keenly interested. Under the direction of its Board of Directors and its committees, composed of industrial leaders who give generously of their time to Association affairs, it is guided in the difficult problems which beset industry at every step and the ultimate and satisfactory solutions of which are so vitally important in a state as highly industrialized as is Connecticut. Over seventy prominent industrialists, each an expert in his field, serve upon these committees, giving the benefit of their wide experience to the membership at large, and in this self-sacrificing interest lies the organization's greatest strength.

It is the aim of the Association to be constructive and progressive and to help make Connecticut the best state in the Union industrially and every other way. In addition to serving its members, the information which it compiles on numerous matters of general public interest is available for the use of the state and for outside research organizations.

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AMERICAN-HAWAIIAN STEAMSHIP COMPANY

"Coast-to-Coast Since 1855"

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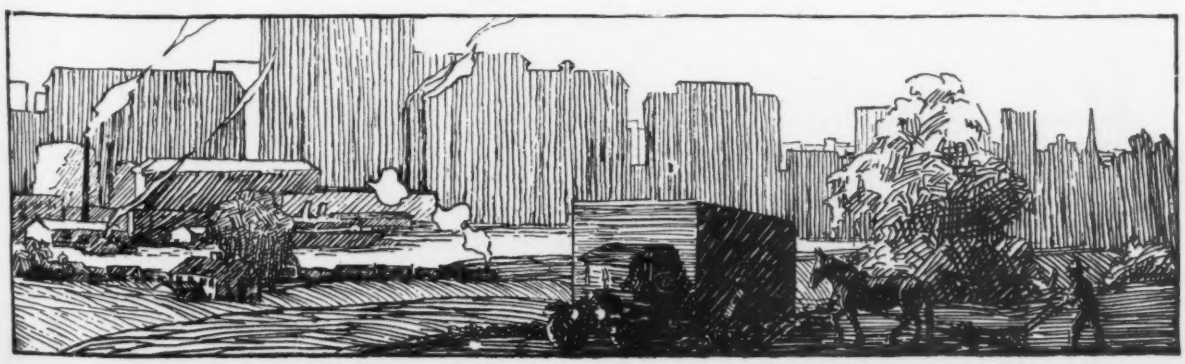
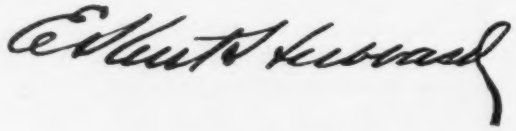


Rate Making Factors

For the past five years shippers and railroads have been confronted with a problem of political rate making, the most iniquitous piece of legislation in this field being the so-called Hoch-Smith Resolution. Under the pretext of calling for general revision of the rate structure of the country by the Interstate Commerce Commission, the farm bloc forced the Commission to provide lower rates on agricultural products and more than intimated through the resolution that the consequent loss in revenue should be made up by a corresponding increase in the rates on manufactured articles.

The tendency toward political rate making is definitely established, with further evidence of an intention to establish freight rates on a mileage basis. To prove the fallacy of such a basis of rate making is not difficult. If rates are to be placed upon a mileage basis, New England cannot hope to compete in the middle-western and western markets, nor can western or middle-western manufacturers compete in the eastern markets. Industry will be completely localized. Chicago, for instance, will be compelled to have its own shoe factories, metal plants, and textile mills. Likewise, every center of population will be compelled to set up its individual manufacturing units. The transportation system of the country will completely break down and the principal element of success of American industry, quantity production, could not be continued.

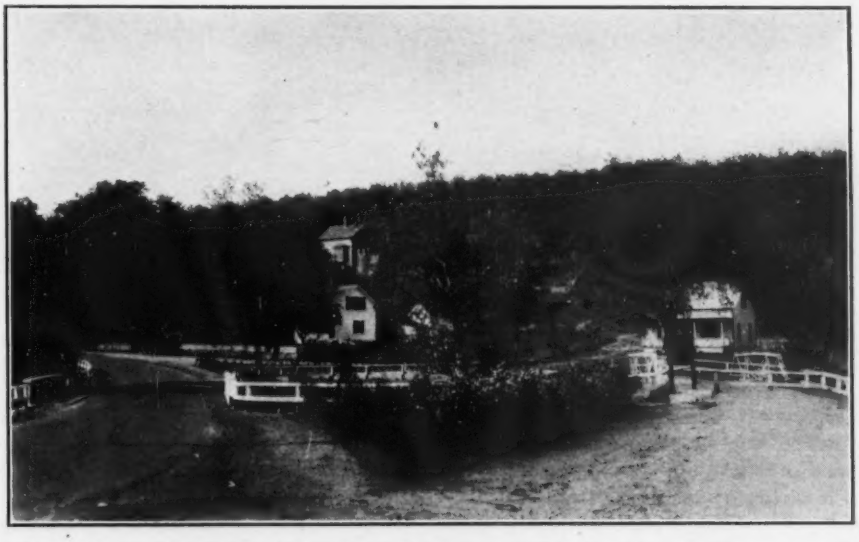
The placement of freight rates on a standard approaching a mileage basis is fallacious, economically unsound and cannot but result in commercial and industrial suicide.



Beautification of Connecticut Highways

By JOHN A. MACDONALD, *Highway Commissioner*

THERE are many who are familiar with the fact that the last session of the Legislature passed a law giving the Highway Commissioner jurisdiction over shrubs and trees along the highways of the state but there are probably very few who realize the possibilities of the development of this work for the beautification of Connecticut or know much if anything of the program upon which the Highway Department is already embarked.



Park planting near Hopkins Memorial Bridge at Putnam. This shows the results that are produced from one year's growth, properly cared for.

Connecticut, than which there is probably no more beautiful state in the Union, has been subjected to a very natural criticism for its failure to preserve its natural beauties and to " put its best foot forward," so to speak, for the benefit of its own residents and those from outside who travel its highways. Much of this is due to the network of highways which have made accessible all parts of the state and this march of progress is, to a certain extent, inevitable. Highways must be built, old roads must sometimes be straightened, all to provide the best in modern transportation routes, but the Highway Department now has the authority and working through its Landscape Division, can plan its construction work intelligently and in cooperation with the utilities whose developments frequently precede new highway building.

Specifically the law states, " For the purpose of promoting the public safety and beautifying and protecting the trunk line and state aid highways, exclusive jurisdiction is conferred upon the highway commissioner over trees, shrubs or other vegetation within the limits of such highways. He shall have authority to plant, set out, spray, prune, cut, remove or otherwise care for trees, shrubs and other vegetation within the limits of such highways in such manner as may be necessary or advisable to accomplish the purpose specified in this section.

" He shall have authority to enter into agreements with adjoining property owners, cities, towns, park or water commissioners, public officials or other persons for planting, setting out, spraying, pruning, cutting, removing or otherwise caring for trees, shrubs or other vegeta-

tion within or outside of the highway limits or upon private land along such highways. He shall have the right to take possession in the name of the state of trees in woodland bordering the trunk line and state aid roads, declaring such trees to be public shade trees, and shall have the authority to reimburse the owners of land upon which such trees may be growing upon the basis of stumpage value. Such trees shall not be less than thirty feet apart and may be removed by the owner of the land only upon permission being granted by the highway commissioner. Any payment made for trees so designated shall be paid from funds appropriated to the highway department for the use of the landscape department. The provisions of this act shall not prevent the owner of such land from removing such trees in the process of clearing land for farming purposes or for the purpose of real estate development.

"Trees, shrubs and other plants within the limits of any trunk line or state highway shall not be cut, removed, pruned, trimmed or damaged by any person, firm or corporation, including any municipal corporation, without the written consent of the highway commissioner.

"Any person or corporation, or any officer, agent or employe of any corporation, including a municipal corporation, who shall violate any of the provisions of section three hereof, shall be fined not more than one hundred dollars for each violation, and shall be liable civilly for any damage in an action brought by the highway commissioner."

All this, of course, means that a permit must be secured before any tree within the highway limits, may be cut or trimmed. As soon as an application is received the Landscape Division orders an inspection of the property in question by its engineers before any permit is granted. Frequently the engineer on the job is able to suggest minor changes in proposed layout of pole lines, private driveways or other developments abutting on trunk line or state aid highways, which mean the saving of good shade trees. This is not always possible and there have been occasions, too, when the reasons advanced for the removal of trees have been excellent ones and permission has been granted contingent upon an agreement of property owners to plant further back upon their own property. This frequently happens where there is a demand by property owners for a sidewalk or similar improvement.

Near new bridge at Fairfield. An agreement was entered into here by which the property owners planted one side and the State the other, turning an unsightly spot into one of beauty.

While the problem of the filling station is more or less adjusting itself, through the demand of the public that stations be clean and well kept and under efficient management, the Landscape Division has already been of marked help in giving engineering advice in the laying out of exits and entrances, erection of buildings, etc., to preserve trees and shrubbery, and as its work becomes better known or, in some instances, its authority better under-

stood, many eye-sores can and will be turned into beauty spots.

During the past eleven months the Landscape Division has had ten landscape gangs at work throughout the state, trimming trees and cutting brush along scenic routes to open up vistas hitherto closed to the passersby. Roadsides are being cleaned of brush back to the property lines, thus eliminating a fire hazard which has always existed heretofore. Seedlings and good native trees are preserved and if they are too thick some are carefully taken up, placed in storage yards where they are fertilized and cultivated for a year or two and then transplanted to other roadsides where they are needed. By cleaning the roadsides of rank growth and unsightly brush a good growth is developed and after a year or two we have wild grasses, ferns and wild flowers. This has been amply demonstrated in places where ex-

View of the Natchaug River at Chaplin. Before clearing, the river could not be seen at this point.

Small park at a section of abandoned road near Danielson and Elmsville.

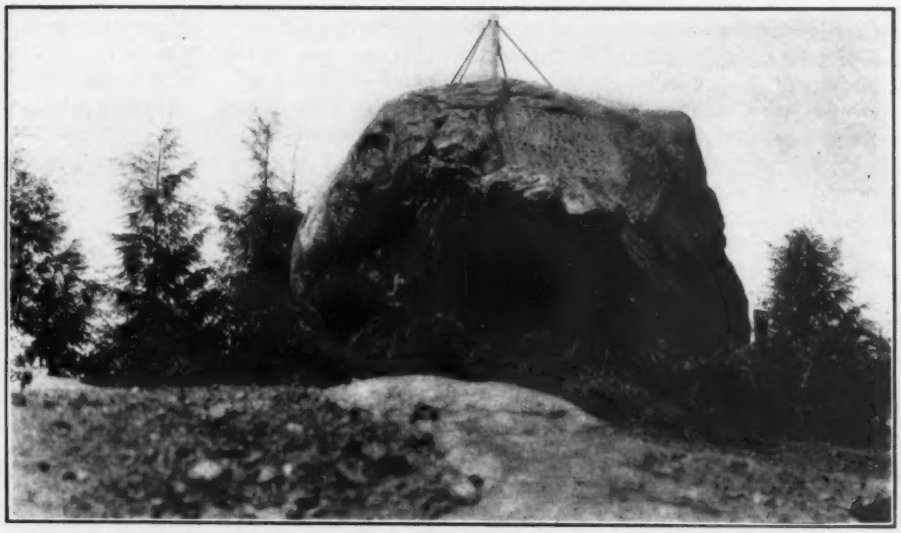
perimental work was carried on, on a small scale, previous to the enactment of the new law. The foreman of each gang is trained in this type of work and the men employed under him

Unsightly bank left between old and new roads near North Windham.

are hired because they possess a certain degree of knowledge of gardening and landscape work, for of course some technical skill is essential in this type of work. A particularly advantageous arrangement, too, has been worked out for the winter months. When there is a light winter, as the past season, the Repair and Maintenance Division crews of the Highway Department are simply transferred, for whatever time they have available, to the Landscape Division and assigned to the rough work which can as well be done at that time of year and by unskilled labor. The state's funds are thus conserved, men kept steadily at work, with consequently improved morale and much work accomplished at no extra cost. One type of beautification work which is more readily noticed by the casual observer than the ordinary roadside work, is the grading and planting of small highway parks at road intersec-

The same spot as shown above, being graded and prepared for planting.

tions and at points adjacent to abandoned sections of highways. The Department will, of course, maintain these small parks, after they are constructed and planted, keeping the grass cut and the shrubbery pruned. Several of such parks may now be seen in various parts of the state, along the newer roads. There are two, for example, near Corbin's Corner on the Hartford-New Britain road, several on the Boston Post Road in Westport and Greenwich, some on the Middletown-Saybrook road, on the Willimantic-Putnam and Putnam-Norwich roads, on Route 1 in Guilford and East Lyme, in Berlin on the Hartford-Meriden road, and on the Norwalk-Wilton road. This is only a partial enumeration.



Planting around the Liberty Rock at Milford, a recent improvement.

Young shade trees are being planted on newly constructed routes and there has already been considerable roadside planting of shrubbery on new rights of way where there is no native growth. In 1927, 4,000 young trees were planted and about 1,800 have been set out this spring. These, it may be added, are set out under contract and must be maintained for one year. Transplanting of native growth, such as pine, hemlock, gray birch and laurel has been carried out extensively this spring, to beautify wild, scenic spots where there has been road construction. A notable example of this work may be seen at the new Reynolds Bridge in Thomaston, where the river banks and highway slopes have been planted, nothing being used except native material.

Scenic spots along our highways are being developed. In some cases land has been given to the Department and areas cleared to make them suitable for use by the public as resting places and for basket lunches. These places are being established near water, a brook, lake or a spring and at all of them sufficient area is arranged for parking of a few cars off the traveled path of the highway. Each will be given a name and a sign erected near the entrance. An example of this type of work may be seen on the Middletown-Saybrook road just at the Middletown-Haddam line where a rock garden has been made on the west side of the road and on the east side a small highway park and rest place, to be known as "Seven Falls."

Special attention is being given to the slopes along our newly constructed roads and their seeding or planting follows as soon as possible after the construction work is completed. In some cases where slopes are too high and too steep to be seeded to grass, vines are being planted, rambler roses having been used in various parts of the state. Slopes in Norfolk were planted with rambler roses last fall and woodbine, honeysuckle, and other vines, which beautify the slopes and protect them from washing down into the road, are often used.

It is a constructive piece of work, we believe, worthy of the fullest support of individuals, communities and all property owners. Its possibilities are infinite and, if gauged by accomplishments to date, there is a hopeful outlook for the future.

The Origin of Accidents

By H. W. HEINRICH

Assistant Superintendent, Engineering and Inspection Division, Travelers Insurance Company

IN an age of exact knowledge, such as this in which we live today, when facts of proved value are replacing theories and when business, under the pressure of economic necessity, must concentrate upon the things that count, it is startling indeed to find that in at least one respect the efforts of thousands of individuals are misdirected and that the attainment of a worthwhile objective is seriously delayed through failure to recognize an obvious truth.

The " objective " referred to is the control of industrial accidents. The " obvious truth " is that the reduction of accidents can only come about through knowledge of basic accident causes.

This is the second article written by Mr. Heinrich for *Connecticut Industry*. The first appeared in 1927 and dealt with the subject of incidental costs of industrial accidents. It aroused considerable interest and favorable comment and we believe the article presented here will be found to be of even greater value.

Prevention of Accidents a Science

The prevention of accidents is a science, but it is not so recognized, nor is it treated scientifically today. In our endeavor to solve other problems we proceed logically enough to find out what is wrong and then to make it right; but when it comes to accidents the same degree of logic is not so evident.

We guard machinery, we devise safer methods and processes, we improve lighting and sanitation, we post bulletins or hold meetings, and we do other things that we know by experience are beneficial. There can be no quarrel with the use of these measures. They are at least partially effective; they are educational; they are good from every point of view and should be continued.

It is nevertheless true that present-day accident-prevention work is not as effective as it might (and should) be, because of the lack of concentration upon major issues. In analyzing accidents for the purpose of deciding on preventive measures, we not only fail to select the basic causes but also, to a great extent, neglect or overlook definite accident causes of any kind. Like unorganized and inefficient fire fighters we spray our efforts in the general direction of the conflagration, with no assurance whatever that we are hitting the place that is most in need of attention. This is due largely to the fact that the terms " injury " and " accident," and " cause " and " type " are confused. When a person is injured the sequence of events is as follows: First, the cause; second, the accident; third, the injury.

Failure to Locate the Real Cause

In reviewing literally thousands of annual reports of accidents, covering the experience of individual manufacturing plants, classifications within industrial groups, cities, states, and the country as a whole, we find almost invariably that accidents are assigned to such so-called causes as slips and falls, falling objects, struck by or against, burns, eye injuries, flying objects and slivers. These in no sense of the word are causes of accidents. " Falls of persons," for example, is obviously a cause of an injury but it is not a cause of an accident. A person is injured because of a fall. The fall itself is the accident, and it is the cause of the accident that we must know in order to effect a remedy. We find also a tendency to confuse the type of injury with the manner of its occurrence and with the object or operation that was involved. Consistency in the assignment of accidents to cause is conspicuous chiefly by its absence and it is rare, indeed, that actual accident causes are tabulated in such manner that the remedy can readily be located and applied. While such analysis indicates no cure it nevertheless results in grouping of a kind, and of course has value from that point of view.

We do not advocate that allocation of accidents to types be discontinued. It is of value to know that injuries result from falling objects

or from slips and falls of persons, or in connection with machinery as against hand tools, or from explosions. It is valuable also to know the extent and nature of the injury, its cost, the department in which it occurred, and several other things that are already being recorded. Above all, however, if we assume (as it seems proper to do) that the chief purpose of analysis is to furnish a clue to *accident* prevention, it is vital to know the cause of the accident itself as distinguished from the cause of the injury and from these other interesting points.

With such facts before us the conclusion is obvious that accident analysis in general today is improper and too limited in range.

A Common Sense Restriction Necessary

In an attempt to alter the present procedure there is danger of delving deeper than is practical. As an example let us consider a common type of accident in which the cause is ordinarily given as " falls of persons." The application of basic analysis discloses an improper physical condition (a slightly defective floor) but, knowing that in many instances careful employes may avoid injury even on defective floors, we proceed with our analysis and find that instructions for safe procedure were not enforced, indicating that supervision was lax and thus throwing the responsibility upon the foreman and his employer. Going deeper still we become involved in psychology, heredity, the instinct of self-preservation, morals and morale, and discover that the employe deliberately neglected to use care, that he was probably inherently incapable of exercising proper care, and that the moral attitude of the employer also was not ideal.

It becomes necessary, therefore, to draw a line and limit this discussion and, in fact, to restrict the definition of the expressions " basic cause " and " origin of accidents " to a degree that will permit ready understanding and practical application of the thoughts involved.

Two Groups of Causes

It is impracticable for the average industry to substitute the kind of analysis that delves into psychology for the primitive form, now in common use, which results in the assignment of accidents to such so-called causes as " falls of persons." We know, however, that proper supervision makes possible the control of a moral delinquent, even though the origin of the delinquency is unknown; and we therefore propose herein to show only two groups of causes, (1) those that are subject to supervisory regulation, which we will arbitrarily call " supervisory ", and (2) those arising from mechanical or material hazards, which we shall term " physical ". With the understanding that the real root of the entire subject is the mental or moral attitude, first, of the employe and second, of the employer, but that practical application to existing conditions limits us for the present to primary and secondary causes that are controllable within the plant by existing executive mechanism, it is proper to say that all preventable accidents may be allocated to the causes listed under one or both of these captions.

It has been know for a number of years that physical hazards are becoming less and less a real factor in safety, but we cannot find that authoritative research has actually measured the extent of such diminution. The causes and cures of the majority of industrial accidents have not been clearly and definitely fixed, nor has the extent of preventability been determined.

It we were to stop at this point our criticism would indeed be non-constructive. Progress has recently been made, however. Travelers engineers have successfully traced the origin of industrial accidents within practical limits, and have proved something that heretofore has only been suspected. In addition they have discovered that the actual facts exceed expectations.

Explanation of Chart

The chart on page 13 shows graphically the result of Travelers research in causes of accidents. It is amplified and explained as follows:

12,000 cases were taken at random from the closed-claim files of the company. They covered a wide spread of territory and a great variety of industrial classifications. 63,000 other cases were taken from the records of plant owners. Through the analysis of these 75,000 cases, through study of actuarial records and engineering reports, and with the cooperation of employers, we have found that 98% of industrial accidents are preventable.

We have discovered that 25% of all accidents would, according to the present improper method of analysis, be charged to so-called plant physical or mechanical causes, but that in reality the causes of many accidents of this type are either wholly supervisory, or chiefly supervisory and partly physical. This group, therefore, was found to be actually 10% instead of 25%. The difference added to the 73% of causes that are of an obviously super-

visory nature makes a total of 88% of all industrial accidents that can be prevented through the enforcement of proper supervision.

An Example of Misclassification

As an example of the type of accident ordinarily misclassified as one caused by a physical or mechanical hazard, we refer to the case of an employe who was caught in the gears of a machine. This was first charged to " caught in gears." Basic analysis showed that he removed the guard contrary to orders and the accident should therefore be charged to " disobedience of instructions," belonging in the supervisory group.

If in accident prevention, as well as in other phases of industrial activity, we are to be in keeping with this progressive age, it is clear that we should spend more time on the elimination of the preponderant supervisory causes of accidents rather than give so great a percentage of our time and effort to causes that have relatively less bearing upon accident control.

Uncontrollable

It must be granted that in practice the cure for an accident cannot always be applied effectively. For example, a new employe examined, selected, and properly instructed, was assigned to the shipping department of a metal-goods plant. Immediately after starting to work he hit his thumb with a hammer. He had claimed to be experienced, and in the examination that preceded his employment he had convinced the foreman that he was capable. There was insufficient opportunity prior to the accident for his supervisor to observe and correct improper practices or to detect evidence of inattention or inexperience. The operation was such as to require the use of a hammer. All conditions, whether mental or physical, were apparently satisfactory, yet the accident occurred. Basic analysis disclosed that he was inattentive. This is a curable cause, but under the circumstances the cure could not be applied in time to avoid this particular accident and it therefor is one that falls in the group that we term unpreventable. This group, as already stated, is decidedly smaller than is usually believed and represents but 2% of all accidents.

Difficult Yet Controllable

The following is an illustration of an accident (one of thousands) usually termed unavoidable which, under the system of basic-cause analysis, we have placed in the controllable group.

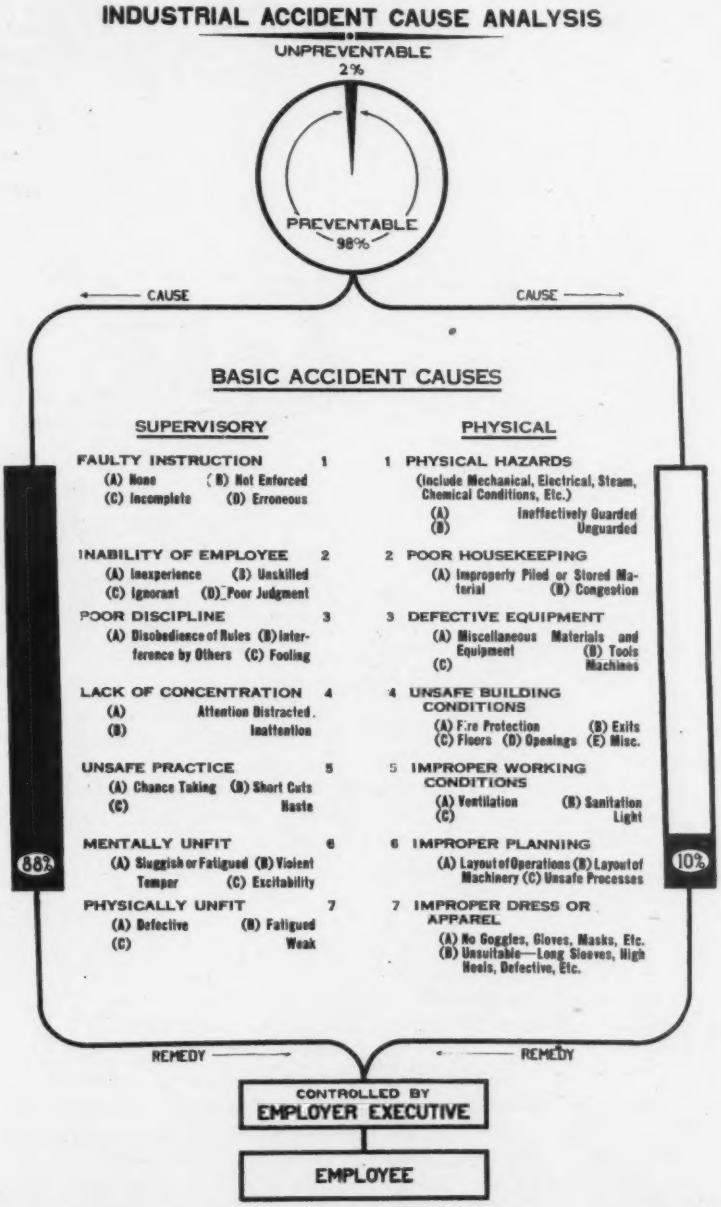
Illustration No. 1. An employe struck against a machine and bruised the back of his hand. The machine was properly guarded, there was no congestion, and the light was good. The employe was considered a careful and experienced worker and, in short, there was apparently no evidence of any improper or abnormal plant physical or mechanical conditions.

This is the type of accident that usually causes the safety engineer to throw up his hands in despair. What to do? Ordinarily, nothing is done. The accident is described as unavoidable and the case is disposed of by filing the records. Through research we have verified our belief that accidents of this type are actually and practically preventable. The ideal is to create in a given occupation a situation where each individual employe is mentally and physically alert, concentrating upon his job and doing it in the best way, which is invariably the safest way.

At the moment of injury the employe was obviously not doing his work the best way. Certainly the best way would not include striking a machine with the back of his hand. In determining the causes for a number of similar accidents, however, we found it necessary to look deeper than the obvious. In some cases a mental lapse was involved. The employe was inattentive because of temporary day-dreaming or mental or physical fatigue; in other cases the employe's position in relation to the machine was such as to invite collision; or he had not planned each step or motion in his work carefully; or he was startled into the movement that caused the injury by an unexpected happening. As a matter of fact, we found that some one of the above (or a similar condition) actually did exist in practically every such case. These causes are curable, but only when known, which means that accident analysis must undergo a radical change.

It will be observed that we are deliberately choosing cases for illustration that appear most difficult to assign to curable causes. You may ask, for example, how it is possible to remedy home or other conditions that create day-dreaming and physical or mental fatigue. The answer lies in a complete understanding of executive and supervisory principles. In a properly conducted industry it is not contemplated that employes will be allowed to work when they are mentally or physically incapacitated (whether on account of home troubles, social matters, or for any other cause) to a degree that invites accidents. The employe owes it

to his employer to be on the job, alert in every way; and the supervisor owes it to his employer to see that the employe is actually fit for duty. Some foremen make it a point to " size up " each individual employe daily and to talk with him briefly before he starts work. It is well to keep in mind that when fatigue becomes serious enough to actually endanger the employe, the condition is usually apparent to a good supervisor who, above all, should be a judge of men. In some cases employers encourage their employes to report to the foreman whenever they feel unfit, and reprimand them when they do not comply with the rule. These methods do not necessarily fit every situation, but they are typical of many other means whereby accident prevention may be practically merged with supervisory routine.



Instead of recording such accidents as " struck by " or " struck against " we must dig

down to the basic cause and classify them under the headings of faulty instruction, lack of skill, fatigue, and others of a similar definite character.

Inasmuch as it is chiefly through the development of basic-accident analysis that we have been able to prove that the majority of all industrial accidents can be prevented through supervisory procedure, another illustration may be of value.

Illustration No. 2. Eye injury. Ordinary analysis indicated that the work did not require the use of goggles, that the room was not dusty, that the ventilation was good, and the light sufficient, in fact, that all conditions were apparently satisfactory. This is typical of thousands of accidents that are now recorded inadequately as " eye injuries " and are termed unavoidable. Research reveals, however, that in the great majority of cases there was a basic curable condition. In many instances the entry of foreign matter into the eye was not in itself so important as the fact that the employe rubbed his eye with soiled fingers or a soiled handkerchief, or permitted an inexperienced person to attempt removal of the foreign matter, or did not report the occurrence until the eye had become inflamed. To be consistent, we must admit that irritation resulting from contact with soiled fingers is not a cause of the accident. It is merely a contributory cause of the injury. The accident itself was the contact of foreign matter with the eye, and under basic analysis we found these accidents due chiefly to physical conditions such as improper ventilation, unsafe processes or methods, and in some instances to inattention, defective sight, lack of skill or knowledge, or to other causes in the supervisory group. In relatively few cases we found that the accident was unavoidable. Basic analysis also brings out contributory conditions such as result in inflammation. When the injury was caused by caustic or corrosive or an abrasive substance or by material of some weight and size flying with injurious force, further analysis indicated an obvious remedy. Goggles could have been worn or splashing or leakage prevented; ventilation could have been improved or methods and processes made safer. Minor eye injuries incidentally constituted practically the only group of accidents where physical causes predominated.

It is only necessary to think in terms of basic causes and basic analysis to grasp immediately the truth of the assertion that 98% of all industrial accidents are preventable and that the majority are attributable to supervisory laxity.

Practical Difficulties in Prevention Work

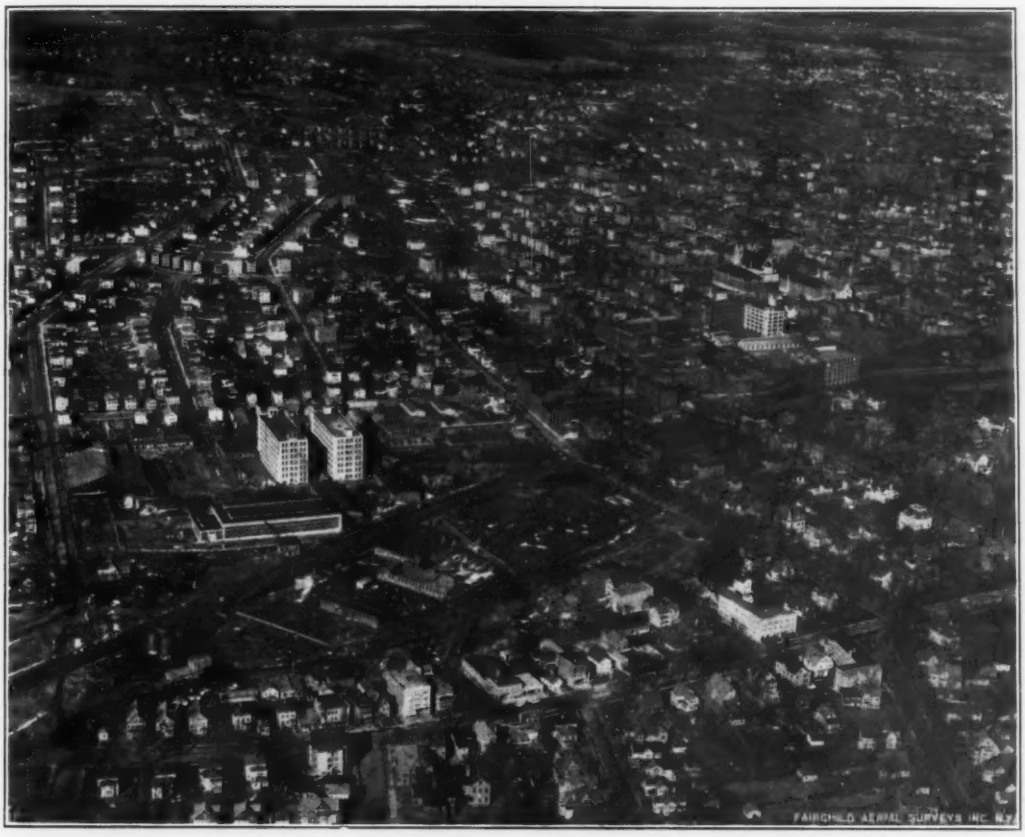
In practice it is difficult to so perfect an industrial organization that all of these accidents can be eliminated. Employers often find themselves in such emergency situations that they must take chances with inexperienced help; that they must temporarily put up with improper conditions; that they haven't the time to enforce adequate supervision; that they are irritated by detail. We all know, however, that in planning and executing an undertaking properly we anticipate emergencies, eliminate chance-taking or gambling, and provide time for proper supervision and consideration of detail. It is therefore not only possible to prevent the great majority of accidents but also to do it by the exercise of the very methods that make for economy, efficiency, greater production, and greater profits.

Statistical Methods at Fault

In addition to the failure to recognize basic causes of accidents, there is another flaw of a serious nature in present methods of gathering and tabulating accident data. We have found that for every single injury involving compensation or professional medical cost, there are at least 30 injuries of a minor nature wherein no such cost is incurred and that are not recorded or tabulated. We find also that the same causes predominate in this group as in the major accidents. We find that each one of the minor causes is potentially serious. An employe, for example, strikes against or is struck by an object thirty times. In twenty-nine cases he is merely scratched or slightly bruised. The thirtieth time an infection develops, or he is struck a bit harder or in such a manner as to cause a more serious injury. The cause in each instance is the same, yet we ordinarily record only the serious case. We unnecessarily limit our exposure (and consequently the value of our conclusions as to cause) when we select only compensable, lost time, or major cases for analysis. Severity is fortuitous while the actual occurrence of most accidents is controllable. Logic therefore requires that we alter our statistical methods to include tabulation of all accidents. If we do so severity becomes of comparatively little value.

It is on this basis that Travelers engineers are now applying service, and the results today show conclusively that concentration upon the

(Continued on page 19)



Courtesy Fairchild Aerial Surveys, Inc. and L. & H. Aircraft Corp.

AERIAL VIEW OF THE STANLEY WORKS, NEW BRITAIN

The plant is about three-quarters of a mile long. The large white buildings at the left are seven-story manufacturing units, with smaller manufacturing buildings at each side. A steel rolling mill is in front of these and steel storage building with traveling cranes lies at the left. In the center is the steel power house, with smokestack and six-story manufacturing buildings; at the extreme right are two eight-story storage and shipping buildings and the low, monitor-roofed office building. This is the eighteenth of a series of such aerial views, appearing in Connecticut Industry.

Industrial News Around the State

Cavanaugh Dobbs Acquire Sunfast Hats, Inc.

Cavanaugh, Dobbs, Inc. of South Norwalk have acquired Sunfast Hats, Inc. of Danbury, adding to the already large number of concerns held by the former concern. The Cavanaugh Dobbs holding company now owns all capital stock of the Crofut & Knapp Company of South Norwalk, makers of Dobbs, Cavanaugh, Knapp - Felt, Disney and Chase hats. It also owns a fur cutting plant in Norwalk, the Crown Quality Company of Milford, John Cavanaugh, Inc. and the retail establishment of Dobbs & Company in New York.

The company plans the erection of another factory in Norwalk where the Sunfast Company will manufacture a medium grade of hats and the Danbury plant will be used, and eventually enlarged, for the manufacture of hats of a lower grade. The new Norwalk plant will contain about 172,000 square feet and will be constructed along plans similar to the present factory.

A. A. Hodshon, president of Sunfast Hats, Inc. is one of Danbury's well known manufacturers and has had many years' experience in the hatting industry. A number of years ago

the A. A. Hodshon Company acquired control of Hill & Loper Company of Danbury, and a few years after a merger with that concern, the name was changed to Sunfast Hats, Inc.

Connecticut Submarines Delivered to Peru

The submarines R3 and R4, built by the New London Ship & Engine Company of Groton, for the Peruvian government and launched this spring, were delivered to the Peruvian representatives early in July. The two vessels have undergone successful sea trials and after a sufficient period has elapsed for the training of the crews which have come here from Peru they will run under their own power to their home stations.

Guaranteed Polite

The Remington Arms Company of Bridgeport and Ilion, New York, is one of a number of concerns forming the Consolidated Merchandising Corporation, which will produce a talking vending machine. The companies which are consolidating in the new $25,000,000 corporation are the Automatic Merchandising Corporation of America, recently organized in partnership with the United Cigar Stores; the Sanitary Postage Service Corporation, manufacturers of automatic postage machines, and the General Vending Corporation, operating weighing machines and distributing chewing gum through a subsidiary, the Hoff Vending Corporation.

The machine will be made at the Ilion plant of the Remington Company, where cash registers are now manufactured and where there is complete equipment for automatic machine building. It will deliver goods to a customer, make change, say "Thank you" and add an advertising slogan and instructions for the use of the article sold.

The Earliest Cameras

A recent issue of the *Scovill Bulletin* contains a photograph of a "Kombi" camera made at the Scovill plant in Waterbury 34 years ago, antedating the modern vest-pocket camera by a surprising number of years. It is a small box-like affair, considerably shorter than a man's index finger, and a high degree of skill was required in its manufacture. Another picture shows a photograph, taken with the same camera, of the home of Henry W. Scovill, facing the green on the site of the Hotel Elton and is an excellent and clear picture.

The present Ansco Photo Products, Inc. was at one time the Scovill & Adams Company, a part of the Scovill Manufacturing Company, and the latter company has made parts for the picture-making industry for over sixty years.

New Officers for National Pipe Bending Company

At a recent meeting of the board of directors of the National Pipe Bending Company of New Haven, Raymond O. Abbott, formerly secretary and treasurer, was elected president and treasurer, succeeding the late H. S. Brown. Wade G. Marks, sales promotion manager, was elected secretary. According to a statement of officials, the present management will continue operations under the same policies promoted by Mr. Brown.

Bristol Air Markers

Two or more air markers are to be placed in Bristol for the purpose of directing planes passing over the city, to the nearest airport, which is Hartford. Arrows thirteen feet in length are mounted flat on the top of a pole about twenty-five feet high and point towards the Hartford airport. A wind bag is also mounted on top of the pole and there is another small arrow pointing due north. The word "Bristol" is painted on the arrow and may be read from 1,000 feet in the air.

Connecticut Can Show Hollywood

Harold Lloyd, famous screen star, has ordered the hardware for his new home in Hollywood, from the Russell and Irwin Manufacturing Company of New Britain. Some, it is reported, will be finished in old gold.

A Vacation Complex

The Wilson H. Lee Company, printers, of New Haven credit this to some one named McEvoy, but use it in a sales letter from their Hartford office —

"Rushin' to the office, rushin' out to eat,
Rushin' back, and' rushin' home
Down the rushin' street.
Rushin' up and' rushin' down,
Rushin' in an' out,
Say, what's all the rushin' for?
What's it all about?"

Collins Company Elects Treasurer

Clayton S. Jenkins of Collinsville was elected treasurer of the Collins Company at a recent meeting of the board, succeeding the late Meigs G. Whaples. Mr. Jenkins was formerly assistant treasurer.

Charles L. Taylor, Albert E. Newton and F. Spencer Goodwin were re-elected president, vice-president and secretary, respectively.

Traffic Students' Banquet

ON June 16, students of the traffic courses which the Association conducted in several cities of the state and executives of the firms represented, held graduation exercises at Pine Orchard.

About 135 gathered at the Pine Orchard Country Club early that afternoon and took part in various sporting events. Through the courtesy of the Allen M. Young Company the new baseball diamond was placed at the disposal of the visitors and those who really played ball, those who played at it and those who participated from the side lines, had an equally enjoyable time. Tennis, golf and hand ball had their devotees, some of the handball enthusiasts repenting at leisure the next day, rumor has it. A sail on the harbor provided less arduous amusement but more sunburn for those who wanted to take home a real souvenir.

At six-thirty the banquet was served in the club house overlooking the harbor, to the accompaniment of dance music provided by members of the New Haven class, and a most interesting program followed. P. W. Brown, traffic manager of the Chase Companies of Waterbury, extended a welcome and congratulated the students in behalf of the Traffic Committee of the Association. He then introduced John H. Goss, vice-president of the Scovill Manufacturing Company and of the Manufacturers Association of Connecticut, who presided. Mr. Goss explained the purpose which lay back of the formation of the traffic classes and the necessity, recognized by the Association, of adequately trained personnel, provided with proper equipment, to care for the transportation needs of Connecticut plants. Gradually this will solve many of the perplexing and oftentimes costly problems facing individual shippers and as such problems are worked out and eliminated greater attention may then be devoted to the larger economic problems which affect the relationship of carrier to shipper in this as in every other section of the country and to which the Association is giving much attention.

Mr. Goss introduced as the next speaker Major C. E. Smith, vice-president of the New Haven Railroad, who gave a most valuable talk on the aims, purposes and problems of the New Haven Railroad, welcoming the idea of training young men and women in industry to a more efficient understanding of their work.

E. Kent Hubbard, president of the Manufacturers Association of Connecticut, made the presentation address, awarding the engrossed certificates of proficiency, carrying the signatures of the Traffic Committee.

Those in charge of the courses for the Y. M. C. A. and New Haven College, to whose able assistance much credit must be given for the success of the classes, were present as honored guests at the speakers table. They were introduced by Mr. Goss and included John A. Brodhead, director of New Haven College; William E. Abbott, educational director of the Bridgeport Y. M. C. A.; J. F. Auger, educational director of Hillyer Institute, Hartford; Bryce L. Long, educational director of the New Britain Y. M. C. A.; and Arthur L. Purinton, educational director, Waterbury Y. M. C. A.

The students who successfully completed their courses of study and received the certificates were some 93 in number. Several have already secured positions in traffic departments as the result of their studies and others have been advanced to better positions. The names of all follow:

Bridgeport Class: Milo B. Atkinson, General Electric Co.; Edith L. Ballou and J. P. Lyons, Sprague Meter Co.; Frank P. Broderick, Yale and Towne Mfg. Co., Stamford; Theodore Burr, Bridgeport Hardware Mfg. Co.; George N. Cowles, C. S. Stevens and Charles E. Zak, Bridgeport Brass Co.; C. M. Hartwell, Fred Ives Trucking Co.; Robert Wm. Jones, Weidlich Brothers Mfg. Co.; and Clayton E. Marcille, Columbia Graphophone Co.

Hartford Class: Clarence H. Bacon, Geo. P. Clark Co., Windsor Locks; Bert C. Bartman, Sigourney Tool Co.; Bernard Butryman and A. G. Dennler, Jr., Colt's Patent Fire Arms Mfg. Co.; Eugene E. Card, Wiremold Co.; Chas. C. Carey, W. J. Cronan and Wm. T. Lyman, New York, New Haven & Hartford Railroad Co.; Wm. H. Davis and Albert Ulrich, Fuller Brush Co.; James E. Fitzgerald, Pratt & Cady Co.; John H. Gienty, G. Fox & Co.; A. J. Larkin, Frank E. Wolcott Mfg. Co.; Hugh Alexander McIntrye and James J. Uperpley, Rogers Paper Mfg. Co., So. Manchester; Ralph O'Brien, Union Drawn Steel Co.; W. J. Ritchie, Cheney Bros., So. Manchester; Geo. Herbert Topp, Hart & Hegeman Mfg. Co.;

(Continued on page 24)

Taxation Department

Timely News on Federal and State Tax Matters Will Appear in This Department Each Month, Prepared for the Association by Hadfield, Rothwell & Soule

Effective Dates of 1928 Federal Revenue Act and Repeal of Certain Parts of the 1926 Act

The United States Treasury Department in Treasury Decision 4170 states that the 1928 Act was approved by the President at 8 A. M., May 29, 1928, Washington time, and, except, as otherwise specifically provided therein, the law became effective on that date. With respect to repealed provisions, the decision says that " wherever in the law the words ' is repealed ' are used, without any time being specified, the repeal shall be construed as effective at 8 A. M., May 29, 1928, Washington time. Wherever in the law the words ' shall take effect on the expiration of thirty days after the enactment of this Act ' are used, the pertinent provisions shall be construed as effective June 29, 1928 ".

Attention is invited to the following:

Income Tax. Title I of the law is effective as of January 1, 1928, except that Sections 146 and 151, and Section 65 are effective at 8 A. M., May 29, 1928, Washington time (Sec. 65).

Admissions Tax. Amendment effective June 29, 1928 (Sec. 411(b)).

Sale of Tickets by Brokers. Amendment effective June 29, 1928 (Sec. 412(b)).

Club Dues Tax. Amendment effective June 29, 1928 (Sec. 413 (b)).

Automobile Tax. Repeal of Section 600(1) of the Revenue Act of 1926 effective at 8 A. M., May 29, 1928, Washington time (Sec. 421).

Foreign Built Boats. Repeal of Section 702 of the Revenue Act of 1926 effective July 1, 1928 (Sec. 431).

Narcotics. Amendment effective July 1, 1928 (Sec. 432).

Steamship Tickets. Amendment effective June 29, 1928 (Sec. 442(b)).

Still Wines. Amendment effective June 29, 1928 (Sec. 451(c)).

Grape Brandy Used in Fortifying. Amendment effective June 29, 1928 (Sec. 452(b)).

Cereal Beverages. Repeal of Section 903 of the Revenue Act of 1926 effective June 29, 1928 (Sec. 453).

Relative to repeals, Section 714 of the 1928 Act provides:

" The parts of the Revenue Act of 1926 which are repealed by this Act shall remain in force for the assessment and collection of all taxes imposed thereby, and for the assessment, imposition, and collection of all interest, penalties, or forfeitures which have accrued or may accrue in relation to any such taxes ".

The Williamsport Wire Rope Company Case

The United States Supreme Court held that taxpayers claiming special assessment under Sections 327 and 328 of the Act of 1918 are not entitled to have the Court of Claims or Federal Courts review their claims for refund based on those sections of the Act. The taxpayer corporation in this case filed suit in the Court of Claims for the refund of profits taxes paid for the year 1918, alleging that it was entitled to have its taxes computed under the Relief Sections, namely, numbers 327 and 328, of the Revenue Act of 1918 instead of Section 301 of that Act. The Court of Claims sustained a demurrer that it was without jurisdiction. A writ of certiorari was granted by the United States Supreme Court. In affirming the decision of the Court of Claims, the Supreme Court held that the nature of the task of special assessment, the methods of procedure prescribed and the language employed in the statute all indicate an intention of Congress to vest final authority in an administrative agency and negative the right of review by a court, at least in the absence of fraud or other irregularities.

Refunds to Fiscal Year Corporations

In the Federal Revenue Act of 1928, the tax imposed on a corporation has been reduced from 13½ per cent to 12 per cent and the exemption increased from $2,000 to $3,000, effective as of January 1, 1928, the exemption being applicable to corporations with incomes of $25,000 or less. Corporations with fiscal years ending in 1928, on which the tax was computed at 13½ per cent for the entire year, and whose returns are already filed, will be requested to file amended returns on revised Form 1120A. The Collector of Internal Revenue will prepare office claims for abatement and adjust the final installments of tax. The new Form 1120A is now being printed and a supply is expected shortly. Returns, for fiscal years ending in 1928, not yet due should be made at the new rate and be filed on the new form.

THE ORIGIN OF ACCIDENTS

(Continued from page 14)

reduction of minor-accident frequency automatically takes care of the major or severe accident.

In the chart already shown you will observe that basic causes of accidents are enumerated and you will find not only that 98% of all accidents are preventable but also that 88% of them fall within the group that is controlled by proper supervision, thus verifying, through basic-cause analysis, the theory that the major accident troubles of industries can be cured by the foremen and that the minority are controllable through machine guarding or through improvement of so-called mechanical or plant physical conditions.

It is also evident from this chart that both supervisory and physical causes are primarily within the control of either the employe or the employer. A careful employe can perform his work safely even under hazardous operating conditions. An employer can produce safely since it lies in his power to:

(a) Employ careful and experienced help.
(b) Train, instruct, and supervise his employes properly.
(c) Guard his machines and correct unsafe methods or practices.

The practical application of the method of basic analysis portrayed in the chart is illustrated by the following examples in which existing inaccurate and partially effective practice is compared with that which we recommend.

WOODWORKING

Ordinary Analysis	*Ordinary Cause*	*Basic Analysis*	*Supervisory Cause*	*Physical Cause*	*Remarks*
Sliver in finger removed by fellow employe with a jack-knife. Infection followed, with fatal results.	Sliver in finger.	Sliver was not removed promptly. Employer maintained good dispensary but fellow employe used jackknife. No instructions for reporting minor injuries nor against accepting unskilled first aid. The sliver was received when the employe, because of inattention, allowed a board to slip through his hands.	Lack of concentration; inattention 4 (b) (see chart). Faulty instructions; none. 1 (a).	None.	Basic analysis, in this case disclosed an interesting story and a set of circumstances that points quite definitely to conditions that may readily be remedied by thorough supervision.

METAL REFINING

Employe's wrist was sprained when a ladder slipped.	Unpreventable.	Ladder had warped, making safety shoes only partly effective. Instructions had been issued to inspect ladders and scrap those that were defective.	Faulty instructions; not enforced 1 (b).	Defective equipment; miscellaneous materials and equipment. 3 (a).	Ordinary analysis indicated that ladder was provided with safety shoes, and suggested no remedy. Basic analysis disclosed fact that ladder was unsafe (even though equipped with safety shoes) and should have been scrapped under existing instructions.

CHEMICAL MANUFACTURING

Ordinary Analysis	*Ordinary Cause*	*Basic Analysis*	*Supervisory Cause*	*Physical Cause*	*Remarks*
Employe fell while descending stairs.	Tripped.	Employe was wearing new overalls with deep upturned cuffs. He was hurrying down stairs on way to lunch, when he caught his toe in cuff and fell headlong.	Unsafe practice; haste. 5 (c).	Improper dress or apparel; unsuitable. 7 (b).	Supervision should extend to personal wearing apparel of workers. Cuffs of employe's overalls should have been stitched down. Haste, nevertheless, is primary cause as it was chiefly responsible for employe taking two steps at a time that brought about fall.

TEXTILE

Employe slipped and fell, bruising his arm and shoulder.	Slips and falls.	Employe was convalescing from illness and attempted to work full time immediately upon return to work. Weakness caused him to slip and fall and bruise arm and shoulder. Foreman aware of employe's condition but took no action. Floor was in good condition.	Physically unfit; fatigued. 7 (b).	None evident.	Basic analysis brings out importance of observing physical fitness of employes and taking such steps as may be necessary to see that they are not exposed thereby to danger of accidents. In this case employe should have been sent home. In other cases temporary light work might be solution.

IRON FOUNDRY

Bar fell on man's foot.	Falling objects.	Employe mishandled bar in fit or rage, and let it fall on his foot. Severe bruise was result. Injured man had violent temper and, when given work he did not like, vented spite on machine and tools.	Mentally unfit; violent temper. 6 (b).	None evident.	Sufficient evidence to indicate that peculiarities of employe were known. If for good reasons he was kept, he should at least have been assigned to work that would offer less opportunity to do harm to himself or to fellow employes; and he should, of course, have received close supervision.

PAPER MILL

Ordinary Analysis	*Ordinary Cause*	*Basic Analysis*	*Supervisory Cause*	*Physical Cause*	*Remarks*
Employe's arm was caught in heavy gears. (Fatal).	Carelessness.	Employe opened door of a gear guard to oil machinery. Arm was drawn into heavy gears. Instructions had been issued not to open door of the guard while machinery was in motion. Foreman had warned employe several times, but instructions were deliberately disregarded. Gear guard was so built that door could readily be opened. Oil cup was located inside of guard instead of outside.	Poor discipline; disobedience of rules. 3 (a).	Physical hazards; ineffectively guarded. 1 (a).	Oil cup should have been located outside of guard, with a tube to bearing. Door locked with key in possession of foreman, or interlocking device should have been provided. No question as to the primary cause. Disregard of instructions was deliberate. Employe of this type would find ways to get hurt even on well guarded equipment. Chief cause is likewise clearly distinguished from "Instructions not enforced" — Supervisory 1 (b); because foreman was doing best he could. He failed, however, to take action on prior evidence of delinquency of employe.

BOILER SHOP

Employe stepped on boiler tube and wrenched knee.	Slips and falls.	Injured man was not looking where he was walking, with result that he stepped on boiler tube and wrenched knee. Boiler tubes were piled improperly.	Lack of concentration; inattention. 4 (b).	Poor housekeeping; improperly piled materials. 2 (a).	Ordinary analysis discloses no feature needing correction, whereas basic analysis shows inattention on part of employe and improper piling of boiler tubes. Inattention basic cause that requires primary attention because employe was consistently unobservant, and because housekeeping was only temporarily improper and not much worse than in average plant of this kind.

MACHINE SHOP

Ordinary Analysis	*Ordinary Cause*	*Basic Analysis*	*Supervisory Cause*	*Physical Cause*	*Remarks*
Employe was chipping a casting, preparatory to a milling operation, and was injured by a steel splinter.	Flying objects.	Chisel used by workman was hardened and tempered too close to end struck by hammer. Foreman in this case had no supervision over toolroom supplies.	None evident.	Defective equipment; tools. 3 (b).	This is one of relatively few cases where primary cause is clearly physical. Accompanying chart indicates where responsibility should be placed and source of remedy. Another underlying cause in that someone was responsible for permitting unsafe tool to be given out. Also a skilled and careful workman would have made sure of his tools before using them. However, we are confining our definition of origin and cause within practical limits of average existing supervisory procedure.

HARDWARE MANUFACTURING

Employe's hand was cut while he was operating a square shear.	Cuts and bruises.	While feeding shear, the attention of employe was distracted by proximity of attractive female operator of a riveting machine, with result that his hand came under knife and was severely cut. Shear was of a type not ordinarily guarded for operation then being conducted, but could have (and should have) been guarded.	Lack of concentration; attention distracted. 4 (a).	Physical hazards; ineffectively guarded. 1 (a).	Temptation here to deviate and to consider method of applying remedy, inasmuch as basic analysis very clearly discloses need of relocating object of attraction or perhaps of making it less attractive. Skillful supervision could undoubtedly solve question, but we prefer to leave details of application to reader. In any case, impropriety of allocating accident to cuts and bruises is clearly evident.

The conditions under which 98% of all industrial accidents are preventable are not impracticable of attainment nor are they expensive or complicated; yet it is too much to expect that the fundamentals will be immediately and universally grasped. Making due allowance for existing difficulties, we nevertheless are convinced that the recognition of the principles herein involved, namely:

1. 98% of all accidents are preventable,
2. 88% of the causes of all accidents are supervisory and 10% are physical (both within the power of the employer and employes to remedy),
3. Basic causes must be the guide to preventive action,
4. All accidents (including minor cases) should be recorded and analyzed,

will, within a period of a few years, make possible a reduction of 50% in the industrial-accident frequency of the country. This incidentally will result in a saving of at least $5,000,000,000 annually in accident costs which at present are borne by the employer and incidentally by the public which ultimately must absorb all industrial economic loss.

Geese

They say a Meriden boy wrote it, but we doubt it, for reasons not given:

"Geese is a low, heavy set bird which is mostly meat and feathers. His head sits on one side and he sits on the other. Geese can't sing much on account of dampness of the moisture. He ain't got no between-his-toes and he's got a little balloon in his stummuk to keep from sinking. Some geese when they gets big has curls on their tails and is called ganders. Ganders don't haff to sit and hatch but just eat and loaf and go swimmin'. If I was a goose I'd rather be a gander."

Proud Parent (who served) — What I told you is the story of the World War.

Son — But, papa, what did they need the rest of the army for?

The latest Ford story, after it passed the censorship.

John: ?

Jim: !

A crank is a little thing that makes revolutions.

Nominating Committee Report

The Nominating Committee recently appointed by the Board of Directors met on June 29 at New Haven and have submitted to members of the Association a list of nominations for officers and four directors to be elected at the next annual meeting, as follows:

President — E. Kent Hubbard

Vice-President — John H. Goss

Secretary-Treasurer — Robert C. Buell

Director from Tolland County — R. Leland Keeney, treasurer, Somersville Manufacturing Company, Somersville

Director from Middlesex County — E. S. Davis, secretary-treasurer, Rogers & Hubbard Manufacturing Company, Middletown

Director-at-Large — E. G. Buckland, vice-president, New Haven Railroad, New Haven

Director-at-Large — Frank H. Lee, president, Frank H. Lee Company, Danbury

Three of these gentlemen will succeed the directors whose terms automatically expire this year and who are not permitted, under the terms of the By-Laws, to serve again until after the expiration of one year. The fourth, R. Leland Keeney of Somersville, has been filling an interim appointment, representing Tolland County and is now nominated for a full term. The other directors whose terms expire are: Joseph Porter, treasurer, D. & H. Scovil, Inc., Higganum, representing Middlesex County; Carl F. Dietz, Bridgeport, Director-at-Large; and J. P. T. Armstrong, treasurer and general manager, Corticelli Silk Company, New London, Director-at-Large.

Elections will take place at the annual meeting of the Association in October or November of this year. The place and exact date of the meeting have not yet been determined upon.

The Nominating Committee consisted of I. M. Ullman, chairman, F. R. Appelt, W. R. Webster, T. M. Russell, and F. C. Luce.

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TRAFFIC STUDENTS' BANQUET

(Continued from page 17)

and Jess J. Williams, Olds & Whipple, Inc.

New Britain Class: Peter Beaucar, Wallace Barnes Co., Bristol; A. J. Caouette, American Railway Express; Rose A. Carlson, and Anna L. Timbrell, American Hardware Corp.; Frank B. Connelly, Fafnir Bearing Co.; Donald R. Edwards, Standard Steel & Bearing Co.; Charles Fletcher and Clarence E. Jacobson, Royal Typewriter Co., Hartford; F. L. Fountain, Peck, Stow & Wilcox Co., Southington; Henry Groman, Lawrence P. Mangan, A. L. Morelli and J. H. Roberts, Russell & Erwin; Walter Groman, American Hosiery Co.; William Hickie, Corbin Screw Corp.; Jos. Kozakiewicz, P. & F. Corbin; W. J. Ritchie and Clifton M. Weed, Stanley Works.

New Haven Class: Edwin J. Barnes, Howard Co.; Melvin J. Buck, Francis J. Callahan, and Roscoe P. Talbot, New York, New Haven & Hartford Railroad; Clarence E. Busk, Farrel-Birmingham Co., Derby; Edward N. Coogan and Ellsworth G. Siemon, Lehigh Valley Railroad; Robert Davison, John J. Mahon and John T. McMahon, Winchester Repeating Arms Co.; Edward A. Driscoll and Maurice N. Smith, Atlantic Wire Co., Branford; Wm. E. Fertman, G. & O. Mfg. Co.; Sydney A. Finer, Ponds Extract Co., Clinton; George J. Griffin, Raymond J. Hogan and Henry Reichel, National Folding Box Co.; Rowland W. Killingbeck, Farrel-Birmingham Co., Ansonia; Wilfred J. Maclean, New York Central; Joseph M. Netcoh, Sponge Rubber Products Co., Derby; James Smith, Safety Car Heating & Lighting Co.; S. Sunetaro, H. M. Bullard Co.; E. Clayton Thomas, Southern New England Telephone Co.; and J. Z. Wallick, Malleable Iron Fittings Co., Branford.

Waterbury Class: Henry Ackerman, L. F. Brown, and Edmund Ryan, Bristol Co.; Earl Atwater, Southington Hardware Co., Southington; John J. Baker, Chase Metal Works; Harley E. Blodgett and Royden Conopask, The Root Co., Bristol; R. H. Bronson, Waterbury Rolling Mills; John Burns, General Baking Co.; Hyman V. Cassell, Patent Button Co.; J. K. Fletcher, John Griffin, A. A. Herron, Clyde Patterson and Bart Schieffer, Scovill Mfg. Co.; C. F. Madigan and Ralph Thompson, Randolph & Clowes; Charles Monohan, Byrolly Transportation Co.; Thomas F. Murphy and E. C. Seckmund, Berbecker & Rowland, Waterville; George Roden, Waterbury Clock Co.; and George Wildman, Apothecaries Hall.

Tact

It isn't the big things but the small thoughtfulnesses that make for success, according to *The Better Boxer,* which quotes this story as an example:

It was one of those days when even a bathing suit felt as uncomfortable as a deep-sea diver's uniform. Sir Herbert Tree had a great piece of ice placed in the foyer of his London theatre.

A friend saw it and laughed. " Do you think that single piece of ice will cool this big theatre?" he asked Sir Herbert.

"No, not at all, my boy," replied the baronet. "But, you see, it looks so damned thoughtful!"

The More the Storm, the More the Strength

The more the storm, the more the strength,
The tree that never had to fight
For sun and sky and air and light;
That stood out in the open plain,
And always got its share of rain,
Never became a forest kind,
But lived and died a stunted thing.
The man who never had to toil,
Who never had to win his share
Of sun and sky and light and air,
Never became a manly man,
But lived and died as he began.
Good timber does not grow in ease;
The stronger wind, the tougher trees;
The farther sky, the greater length;
The more the storm, the more the strength,
By sun and cold, by rain and snows,
In tree or man good timber grows.
Where thickest stands the forest growth,
We find patriarchs of both,
And they hold converse with the stars
Whose broken branches show the scars
Of many winds and much of strife —
This is the common law of life.

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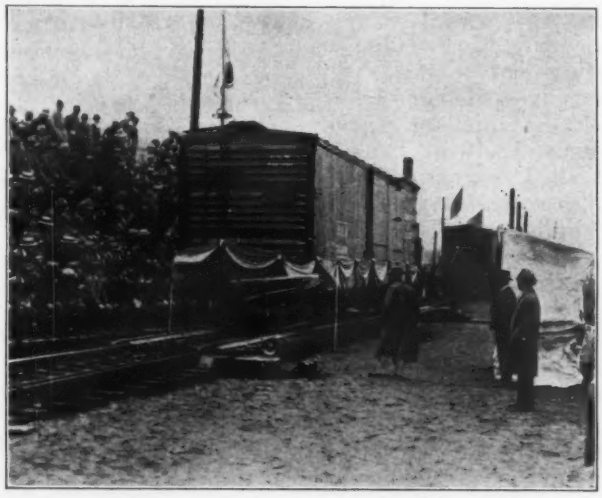
Transportation

New Boston and Maine Yards

The photographs on this page are provided through the courtesy of the Boston and Maine Railroad and depict the formal opening of the new Boston yards. A brief description of the new facilities thus made available to New England shippers was contained in a recent issue of *Connecticut Industry*.

About 1800 persons attended the luncheon and dedication exercises and inspected some of the features covered in the 470 acres and 225 miles of trackage in the new yard area. The upper photograph on this page shows the first car in the "box car parade" as the car-retarder, the invention of President Hannauer, takes hold. Mr. Hannauer, who has just been explaining the way in which this operates, through the medium of a loud-speaker extension, stands immediately at the right of the car.



Retarder in Action at the B. & M. Yards

The photograph at the bottom of the page shows the eastbound hump as a box car passes through the first retarder. Beyond may be seen a portion of the guests in the grand stand and at the left is the control tower.

Car Passing Through First Retarder on the East-Bound Hump at the B. & M. Yards

Eastern Class Rates

The proposed scale averages about a 30 per cent increase and affects every manufacturer and shipper. It is supposed to contain both increases and decreases. The Association feels, however, that the decreases are few and far between, comparing the proposed scale with present rates on inbound and outbound tonnage, which may now be moving under class rates.

The Association was represented at a meeting of the Trunk Line and New England Rate Committee on June 26 at which meeting it was decided to wait for the carriers' formula for the traffic revenue test, at which time the shippers could make their objections before the Interstate Commerce Commission, it being understood that the formula and result of traffic revenue test would be submitted to shippers.

Southwestern Class Rates

Suspension of proposed rates mentioned in Johanson's Tariff 151, I. C. C. 2008, effective July 8, postponed until July 14, was announced by the Interstate Commerce Commission on June 30, as follows:

"A number of requests for suspension of certain tariffs and tariff supplements filed to become effective July 8 pursuant to the decision in the Consolidated Southwestern Cases have been received. That decision embraces the class rates, and the commodity rates on many articles, between points in the southwest, and between points in

that territory and other portions of the United States east of the Rocky Mountains. Many of such petitions are directed to the rates on commodities as to which no specific rates were prescribed in the Commission's findings, but as to which the defendants were directed to file rates substantially similar to the rates actually prescribed. In most instances, the rates filed by the carriers are class rates cancelling the existing commodity rates.

"The Interstate Commerce Commission today ordered the suspension of all tariffs and supplements, and items of tariffs or supplements, having the effect of cancelling existing carload commodity rates, and carload classification exceptions, on so-called 'untreated' commodities, viz., commodities other than those on which rates were specifically prescribed. This will have the effect of holding in force, pending further disposition, the present carload commodity rates, or the present class rates subject to such classification exceptions, as the case may be. In other words the present carload charges will remain in effect as to such traffic.

"The Commission has also suspended the new tariffs, supplements and items in so far as they have the effect of cancelling existing carload commodity rates applicable on import or export traffic."

On July 7 the Interstate Commerce Commission issued I. & S. Docket No. 3130. We have written to J. E. Johanson, agent, as well as the western lines for interpretation of this suspension docket and will issue a bulletin in the near future.

Coal Freight Rate Not to be Increased

Suspension of proposed increase in freight rates on coal from Connecticut ports and New York harbor points to points in Massachusetts has been ordered by the Interstate Commerce Commission.

Split Delivery Case

The Shipping Board, June 26, denied the motions of the Argonaut Steamship Line and the Calmer Steamship Corporation asking that the complaint filed by the Associated Jobbers of Los Angeles against the Argonaut Line and other intercoastal carriers be dismissed. This is the so-called split delivery case that has been pending before the board for some time and in which briefs were submitted in favor of and against the motion to dismiss. Time will be afforded for defendants to file answers to the complaint before the proceeding is set for hearing.

Parcel Post Regulations

The Post Office Department has announced that arrangements have been made with Germany, effective July 1, providing for the payment of indemnity in connection with the loss, rifling or damage of registered parcel post packages. In connection with the announcement, postmasters have been advised concerning regulations that govern the handling of parcel post to Germany.

Effective July 1, the weight limit for parcel post packages for Gibraltar was increased to 22 pounds. Jewelry, coin, and bullion are excluded from parcels that weight over 11 pounds.

High Cost of Errors

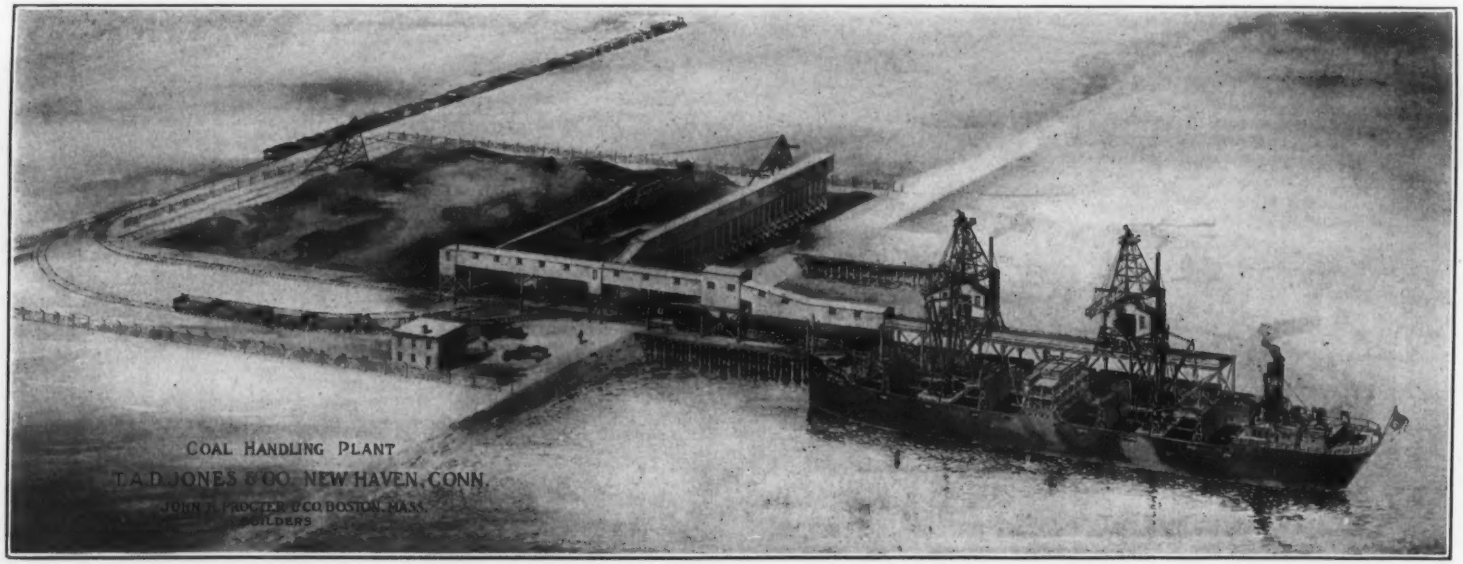
Employes' errors in handling freight on the principal railroads of the country last year cost these roads one million dollars. The entire freight loss and damage bill of 190 railroads, representing 95 per cent of the rail mileage in the United States, was $38,713,059, a half million dollars more than in 1926.

Rough handling continues to be the source of the largest claims from shippers. Damages paid on this score amounted to over one quarter of the year's loss and damage bill. In money, the railroads lost $10,342,269 from careless handling of shipments entrusted to their care.

If employes could eliminate errors and careless handling of freight, the savings would make a nice little addition to the railroads' profits, a thing in which employes and employe-stockholder are vitally interested.

New Basis for Rates

Under Sixth Section Permission 87284 Agents Curlett, Galligan, Johanson, Jones and Van Ummersen have been authorized when publishing tariffs containing rates in accordance with the Commission's orders in the Consolidated Southwestern Cases (Docket 13535 et al.) between points in New England, Trunk Line, Illinois Frt. and C. F. A. territories on the one hand, and Kansas-Missouri territory and Southwestern territory on the other hand, to establish in appropriate sections of the said tariffs specific rates and charges to or from Cairo, Illinois, to apply as minima on traffic between points in New England, Trunk Line, Illinois Frt. and C. F. A. territories and Groups 1, 2, 3 and 4, and to establish in appropriate sections of the tariffs, specific rates and charges to and from St. Louis, Missouri, to apply as minima to and from all other territory without regard to the requirements of rule 7 (b) of Tariff Circular 18-A.



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2 International dial recording time-clocks, model No. 6085, very reasonable.

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1 Eddy plating generator, 300 amperes, 12 volts or 600 amperes, 6 volts — can be used for chromium plating.

Address S. E. 183.

Leather Belting

Quantity of wide leather belting, 2 and 3 ply, in good condition.

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1 Holyoke water wheel governor No. 157. Capacity 20,000 foot lbs.

Address S. E. 184.

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Bliss Presses

Three straight sided double crank Bliss presses as follows:

1 No. 3, 3" crank shaft, opening in die bed approximately 18" x 31½", weight of fly wheel 600 lbs.

1 No. 3½, 3½" crank shaft, opening in die bed approximately 14" x 30", weight of fly wheel 900 lbs.

1 No. 3A or No. 4, 4" crank shaft, opening in die bed approximately 24" x 35½", weight of fly wheel 1,100 lbs.

Address S. E. 185.

FACTORY SPACE

34. FOR SALE. In Milford, factory building 20,000 sq. ft., 3½ stories, freight elevator, automatic sprinklers, 100 H. P. Bigelow boiler, 30 H. P. steam engine, good light, on lot 133 x 237, adjoining freight siding.

23. FOR SALE. Factory at Plainville. Main factory building of three story modern brick construction containing 23,000 sq. ft. Modern brick storage building, modern frame storage building. Two acres of land, water power and high tension power hook-up. Will be sold as a going concern or as factory and machinery. Photographs in this office.

28. FOR RENT. In Meriden, about 50,000 sq. ft. of exceptionally good factory space located in various buildings. Heavy mill construction, good light all around, thoroughly equipped with heat and toilet facilities. Diagram of layout of buildings available at this office.

33. FOR RENT. In Hartford, 100,000 sq. ft. manufacturing space in two buildings. 75,000 sq. ft. on first, second and third floors in brick building. The rest on fifth floor of recently constructed concrete steel reinforced building. Suitably located and sprinklered.

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